COMMUNITY-DRIVEN DEVELOPMENT
AN INTRODUCTION

Updated January 2017
What is Community-Driven Development?

Community-Driven Development (CDD) is an approach to local development that gives control over planning decisions and investment resources to community groups.

CDD programs operate on the principles of transparency, participation, local empowerment, demand-responsiveness, greater downward accountability, and enhanced local capacity. Governments use CDD to build community capabilities and deliver a wide-range of development results.

CDD programs generally include five main features:

- focus on community,
- participatory planning,
- participatory monitoring,
- community involvement in implementation and operations and maintenance (O&M),
- community control of resources.
Why is CDD important?

CDD improves development outcomes through increased:

- **efficiency**, by matching resources to need and by reducing corruption and leakage,
- **equity**, by getting resources to the poor more effectively and by better targeting excluded groups,
- **empowerment**, by giving communities greater voice and choice, and enhancing accountability, transparency, and participation.

When to use CDD?

CDD is most successful when:

- **public services or markets are absent or non-functional**, such as in political transitions, or post-conflict or post-disaster contexts,
- **local institutions are non-representative or not responsive to citizen needs**,  
- there is **nascent decentralization**.
What does CDD finance?

CDD projects are often used for the provision of goods and services that are **small-scale, not complex, and require local cooperation.** These include:

- **community infrastructure**, such as rural roads and bridges, wells and water systems, schools, or health posts,
- **common property resource management**, such as forests, fisheries, and water sheds,
- **micro-enterprise development or cooperatives**,  
- **local governance and decentralization support**,  
- **building capacity of communities and government**

NATIONAL SOLIDARITY PROGRAM (NSP). Workers are working on the road in Zarangan Dara village, Afghanistan.  
Photo: © Imal Hashemi / TAIMANI FILMS / WORLD BANK
World Bank CDD Portfolio and Trends

- **177** active projects across **73** countries
- **$17.3 billion** in total active financing (excluding trust funds, government funding and other co-financing)
- Average of **$2.8 billion/year**, for past 10 years; **7.1%** of overall Bank lending

**Source:** CDD Project Database, World Bank, January 2017

Demonstrated Impacts of CDD Programs

- **Positive economic welfare** (income and consumption) outcomes in several programs
- Significant improvements in **education, health, and drinking water access**
- Generally reaching more **poor than non-poor** households
- Effective in **delivering services quickly in post-conflict settings**
- Participation improves **construction quality, maintenance, and lowers unit costs**
Results of CDD Programs

In recent years, the World Bank has increasingly focused on results of CDD. A review of impact evaluations found generally positive evidence for poverty welfare reduction, poverty targeting, and increased access to services.¹

INDONESIA:

- The $7 billion PNPM Rural has its roots in 1998 as a government program aimed to cushion the impact of the Asian financial crisis on poor rural households and build citizen trust. This phase of PNPM Rural aims to improve local governance and socio-economic conditions for 40 million beneficiaries across 73,000 villages.

- The program built and rehabilitated more than 135,000 km of roads, approximately 18,500 bridges, around 60,000 irrigation and clean water systems, as well as 43,000 schools and 14,000 health facilities, generating more than 65 million labor days for poor villagers. Rigorous impact evaluations show poor households experienced a nearly 12% increase in consumption.

- A special program for health and education under another Indonesia CDD program resulted in decreases in malnutrition, improvements in maternal and child healthcare, and increases in primary school participation rates.

¹ Wong, Susan. 2012. What have been the impacts of World Bank Community-Driven Development Programs? CDD impact evaluation review and operational and research implications.
AZERBAIJAN:

- The $140 million Second Azerbaijan Rural Investment Project (AzRIP) supports the rehabilitation of critical infrastructure and financing of livelihood activities, as identified and prioritized by the communities.
- The project is expected to reach over 3.5 million beneficiaries in 1,800 poor rural communities across the country.

"AzRIP has empowered rural people to take agreed decisions in identifying and addressing priority development needs of their communities. It has demonstrated a new and highly successful approach to public service delivery in Azerbaijan,"

~ World Bank Director for South Caucasus

- The project’s rehabilitation of rural roads has reduced travel times to schools and markets by 47% and 26% respectively, with a 60% increase in agricultural products being transported to markets by farmers.
- Primary school enrollment increased by 25% after school rehabilitation.
- Rehabilitation of irrigation systems has increased average productivity by approximately 30%.

MOROCCO:

- The National Initiative for Human Development (INDH) aims to invest up to US$2.1 billion over five years to improve supply and access to basic services, infrastructure and economic opportunity for poor and vulnerable groups, as well as strengthen local participatory governance.
- INDH has financed more than 22,000 sub-projects, reaching 5 million beneficiaries or approximately 50% of the population.
- The project increased access to improved water supply in targeted rural communes, and 46% of households reported improved livelihoods.
- 80% of girls in project-supported dormitories graduate to next grade; 62% of households and 60% of women report increased access to basic infrastructure.
CDD CoP and GSG

The CDD Community of Practice is one of the World Bank’s largest communities of practice and has approximately 770 members, with 35% outside the World Bank, including academics, international development partners, and non-governmental organizations.

The CDD Global Solutions Group, the Bank-internal community focusing on CDD, has approximately 335 members and is also one of the World Bank’s largest of its kind.

Both support research and innovation related to CDD; function as a resource center for CDD practitioners; facilitate the exchange of ideas, knowledge, and learning; and develop CDD staff skills.

The CDD secretariat, facilitated by the Global Programs Unit of the Global Practice for Social, Urban, Rural, and Resilience at the World Bank, among other services, maintains and updates a library of useful materials for implementing CDD programs, including operational and knowledge resources, terms of reference, and a roster of CDD consultants.

For more information on CDD, visit the World Bank’s CDD topic site at http://www.worldbank.org/en/topic/communitydrivendevelopment

Or join our Collaboration4Development site at https://collaboration.worldbank.org/groups/community-driven-development-global-solutions-group

For questions or assistance, contact us at cddgsg@worldbank.org